10th Mountain Division Issue

Mindset vs. Timeline of the Young Leader

What Makes a Soldier Mountain Tough?

Army Museums Share History for Training
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### ON THE COVER:
A 10TH MOUNTAIN DIVISION SOLDIER TRAINS IN THE SNOW.
Photo credit: 10th Mountain Division

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**Call for Submissions**

Do you have an opinion concerning one of the stories in this issue? We would like to print your responses in our Letters to the Editor column. Have you researched a topic that is of interest to Infantry Soldiers? Submit it to us as an article for the Infantry Bugler. Do you have personal experiences or valuable lessons learned that would benefit other readers? Let us be your vehicle for delivering those thoughts. Send your submissions to bugler@infantryassn.com.
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As we continue to hunker down and fight COVID-19, I must admit I don’t miss my time traveling to/from mentoring and advising opportunities. I do, however, miss my time with young leaders both military and civilian. Conducting meetings virtually is better than not having the meeting, but for me, virtual does not achieve what a face-to-face meeting does. I try to use my time wisely and stay as up to date as I can, especially with respect to the profession of arms. I look forward to future face-to-face meetings so the subject of Multi-Domain Operations can be fully discussed for I believe future victories will be awarded to those who can manage the increasingly complex environment where all domains are simultaneously contested with increasing lethality on an expanded battlefield all the while having our deterrence efforts challenged. Infantry Soldiers will continue to close with and destroy the enemy; however, mastering the leadership required to employ Infantry Soldiers at the right place at the right time will continue to be a tough challenge.

Let’s take a quick look at historical points in time when warfare grew into new domains and increased in complexity. Judeo-Christian teachings record the first murder—Cain killing his brother, Abel—and we could assume humans fought on land for thousands of years thereafter. One of the first large battles at sea was the Hittite Navy’s defeat of the Alashia Navy in 1275 BC; thus, a second domain was added. Forging metal for weapons and protection, and continued development of weapons like the bow and arrow or catapults, all made warfare move complex.

A major change in the lethality of war came when the Chinese Tang Dynasty developed an explosive power in the 9th Century. The first time gun-power was used in the western world for a military purpose was in 1292, when King Alfonso X of Castile set siege to the city of Niebla in Spain whose Spanish-Arab inhabitants used some sort of primitive gun against the Spaniards. Almost 600 years later, submarines were added to the sea domain (1863) and a Confederate submarine, Hunley, was the first submarine to successfully sink an opposing warship. In less than 100 years, the world tracked the Battle for the Atlantic in which the German U-boats were defeated but at a tremendous cost of Merchant Marine ships and sailors.

America’s Civil War brought the telegraph to the battlefield thus adding the electromagnetic domain to warfare. Telegraphs fed newspapers with information, and another new domain was given birth, the information domain. As an aside, GEN Grant read Southern newspapers as often as possible to gain strategic intelligence. Less than a century and a half later, Russia used the information domain successfully in their war with Georgia. Over the past couple decades, the Internet has exponentially changed this domain and made it often the key domain for a particular campaign.

In December of 1903, the Wright Brothers proved humans could fly. A decade later, America’s Civil War brought the telegraph to the battlefield thus adding the electromagnetic domain to warfare. Telegraphs fed newspapers with information, and another new domain was given birth, the information domain. As an aside, GEN Grant read Southern newspapers as often as possible to gain strategic intelligence. Less than a century and a half later, Russia used the information domain successfully in their war with Georgia. Over the past couple decades, the Internet has exponentially changed this domain and made it often the key domain for a particular campaign.

In December of 1903, the Wright Brothers proved humans could fly. A decade later, the airplane was used in the First World War opening up a new domain for warriors with tremendous potential for growth. Less than two decades later, the Second World War saw fighters and bombers fill the skies some of which were launched from aircraft carriers. Radars and radios significantly added to the importance of the electromagnetic domain. Radios also enhanced the information domain with the speed at which information could travel. The WWII was brought to a close with atomic bombs which continue to be a deterrence weapon for the world’s most powerful nations. These nuclear weapons could travel. The WWII was brought to a close with atomic bombs which continue to be a deterrence weapon for the world’s most powerful nations. These nuclear weapons could travel. The WWII was brought to a close with atomic bombs which continue to be a deterrence weapon for the world’s most powerful nations. These nuclear weapons could travel.

Shortly after the end of WWII, Chuck Yeager flew a plane faster than the speed of sound (Mach 1, October 1947). Today, hypersonic missiles can fly Mach 4-5, adding another dimension to the air domain. One decade later, the USSR launched Sputnik 1 and the space domain was opened to warriors.

Early in this century, nations began to invest in the cyber domain and were probably ready for warfare in this new domain a decade or so later. As an example, in 2014, 20% of Iran’s nuclear centrifuges were destroyed via a cyber-attack.

With today’s ability to search the Internet, one could easily find more examples across history of capabilities in and across the domains mentioned above. Regardless of the examples available, today’s leaders must understand how their efforts are impacted in a particular domain and across all domains. They must stay up to date with the successes and failures of our multi-domain operations and those of our enemies.

I agree with GEN Townsend’s words: “The American way of war is inherently joint and marked by technological overmatch, global power projection, fire and maneuver, strategic sustainment, and the gnt, ingenuity and initiative of the American Soldier. … This new problem of defeating multiple layers of stand-off in all domains is the greatest challenge to the American way of war in the 21st century.”

I see two more major challenges that are facing our Army today. How does the Army educate (1) and train (2) for multi-domain operations? If we train properly, we will be ready for the expected, and if we educate properly, we will be ready for the unexpected. Thousands of years ago, change occurred slowly, but as mankind solved more and more challenges, successful changes come more quickly. Failing to understand the impact of frequent changes will create bad options for the future. Therefore, understanding the impact of frequent changes in a domain or across domains will create good options for the future. I challenge all DoD leaders, especially leaders of Infantry Soldiers, to keep their “thinking caps” on and understand the impact action or inaction has across the domains in which they will be called to fight. The demands on Infantry Soldiers to fight successfully in today’s multi-domain warfare are significant. Success will come from education, training and the “Follow Me” ethic that will be required on the battlefield no matter how fast change occurs or how complex the fight is across domains. Winning battles, campaigns or a war has never been easy, and we need to know what history tells us—what caused victory or defeat. This knowledge will help us synchronize our efforts across all domains which will be required for victory.

The most-honorable man I know is Ralph Puckett. Besides consideration for the Medal of Honor, Ralph Puckett is on the National Infantry Association (NIA) Board of Directors and he is also my friend.

In his life, COL Puckett has played many roles. Ralph is a son, Eagle Scout, athlete, cadet, boxing team captain, soldier, Infantry Officer, Ranger, husband, father, Special Forces Commander, Columbian Army Lanceroo builder, Mountain Ranger Commander, USMA Tactical Officer, Air Assault Battalion Commander, businessman, non-profit executive, mentor, honorary colonel, grandfather, friend and board member. In deeds, COL Puckett is highly respected by most senior officers and NCOs in our Army and by its veterans. Leaders hold him in great esteem at both the Home of the Infantry and at the U.S. Military Academy. Ralph is famous in the Ranger community, where stories abound: “Yes, he showed up as we climbed a mountain on patrol in Dahlonega,” “… was with us in a torrential rain patrolling in the Eglin Swamps,” and “… was at my Ranger PT test.” Ralph has the
Respect of his town and many of the organizations in Columbus, Georgia.

So, what honor does Ralph demonstrate and what type of honor does the Medal of Honor require? On 25 November 1950, during the Korean War, 1LT Ralph Puckett and his depleted Ranger Company of about 50 Rangers were assigned the mission of attacking and seizing Hill 205. They fought on Hill 205 with five waves of Chinese Army Infantry units. They would fight until only 21 of 51 remained. Of these, 11 Rangers were wounded, including Ralph. He ordered his men to withdraw under pressure to friendly lines. Two of Ralph’s Privates-First-Class (Billy Walls and David Pollock), disobeyed his order and evacuated him to safety. Ralph would spend over a year recovering from these wounds. So, does the MOH require demonstrating honor in an individual’s words, actions, or deeds?

In words or letter, Ralph’s word is his bond. Honor is the adherence to doing what is right, regardless of wounded or dying. Ralph would never breach a standard, a rule, a regulation or not anything deemed as righteous. He is inspirational, but soft spoken. He is a listener. He is stoic yet engaged. He never swears. He mentors everyone to be better. He encourages all to complete the mission. COL Puckett is old school; he lives by pledges, codes, vows, oaths and creeds. The Pledge of Allegiance, Code of Conduct, his marriage vows, the U.S. Army Officer Oath of Office and both the Soldier and Ranger Creeds. Before a fight, he prays that he will not get his men or friends killed. After a fight, he prays for the souls of those who paid the ultimate sacrifice. He is God-fearing and devoted to faith, family and America. He is a patriot; his family has been since the Revolutionary War. He seeks the good in his fellow man giving praise for success and encouragement to do better. He loathes quitters, cheaters and liars.

In actions, Ralph has always led the way. He always set the example, encouraging his men to be better, faster, stronger, harder and perfect. He always retrained his units to exceed the standard. He has always shared hardship and camaraderie with his men. Ralph demanded readiness for every occasion. He has killed the enemies of his country. Like his Rangers, he always leads the way. His example is legendary. He convinces you, early on, that you can do it and we don’t want to let him down!

Thank you COL (Ret) Ralph Puckett for showing us and leading the way. Congratulations on everything you have succeeded in accomplishing in your words, in your actions and in your deeds. You make all of us—— both men and women alike—— better. Rangers Lead the Way!

Instilling Values:
Set the Example for Others to Follow

Our U.S. Army Infantry School provides many seminal moments in a Soldier’s career. Whether “earning wings” with a Parachutist Badge from the Basic Airborne Course, pursuing expertise in the Jumpmaster Course, earning distinction as a Sniper or pinning on the esteemed “black and gold” Ranger tab, each of these experiences speak to an individual’s skill and will required to achieve these goals and earn the credentials that communicate trust. One of our most profound ceremonies, however, occurs almost weekly at a location known to our Infantry as Honor Hill. I cannot help but pause when I observe our Drill Sergeants awarding Crossed Rifles to the newest cohort of Infantry Soldiers. The connection between a Drill Sergeant and a former Civilian, now an Infantry Soldier, is clearly very powerful.

Considering these Soldiers will carry on the Infantry legacy in Army formations around the globe, the connection between our Drill Sergeants and the readiness of our Army is similarly powerful.

Readiness and warfighting capability of our formations does not manifest solely in terms of training proficiency, maintenance statistics or the quantity of assigned personnel. Where leaders can readily measure these factors, the intangible and interconnected aspects of trust, morale climate, vision and intent are perhaps most important towards ensuring ready units. While these intangibles are not measurable in the traditional sense, these factors are always readily apparent to our Soldiers regardless of their level of experience. In the previous edition of the Infantry Bugler, our National Infantry Association President COL (Ret) Rob Choppa reminded us of responsibilities of leaders at every echelon to set the tone that inspires trust and confidence. For those who missed his column, knowing Rob also offered specific questions to ponder as we all seek to improve our formations and ourselves, should inspire you to take a look. Ultimately, building and maintaining trust requires all, both leaders and the led, to first embrace and live the Army values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage).

I offer the image of seminal events like the ceremony at Honor Hill, and the role values play in ensuring readiness, because I am always encouraged when I engage both our leaders and the newest generation of Infantry on this hallowed ground. At every opportunity when I recognize our Honor Graduates, I ask them where they are from and what inspired them to serve in the Infantry. In every case, their responses inspire my own pride and faith in the long-term health of our respected Infantry Branch and in our Nation. Recently, in quietly pulling aside one of our Honor Graduates following the ceremony at Honor Hill (PFC McGlone of Virginia . . . sorry couldn’t resist the shout out), I asked him what set him apart from his peers to both catch the attention of his cadre and earn distinction as the top graduate in his Infantry OSUT Company. Without hesitation, PFC McGlone immediately heaped on his teammates and took no credit for himself. He referenced two of his fellow Soldiers in particular (Lowry and Harrington . . . more shout outs) who helped him study to master tasks as well as help him improve his physical fitness. As I handed PFC McGlone a coin, I think he was more thrilled to receive the other two I asked him to pass on to his friends.

In this simple conversation, at this seminal event, at this hallowed ground, my pride swelled in so many respects. I was proud to be in the Infantry, proud of this great Soldier and going forward, I am proud to serve with him, his friends and his fellow graduates. I am proudest, however, of his Drill Sergeants for the manner in which they instilled the Army values in this entire cohort of teammates. These Infantry Soldiers are likely only now arriving at their units, and I would ask their leaders to consider how they establish the environment to sustain this camaraderie and esprit. Our ceremonies at Honor Hill acknowledge that our Infantry predates the birth our Nation and commemorate a legacy well over two centuries of hard-fought campaigns that make this Nation great. All of us remain accountable to ensuring tomorrow’s Infantry is better than today’s. As we inspire the Sprit of the Bayonet, we must also instill values and ensure trust throughout and across our formations. This is the surest way to assure victory.

I am the Infantry! Follow Me!
Your [COL Choppa’s] message to the membership concerning the state of our U.S. Army is well timed. You have asked many excellent questions about the morale of our soldiers, NCOs and Officers and their respective families.

The primary answer to your questions is that our leaders need to start showing that they really do care about their troops. Not every graduate of an NCO academy, ROTC, OCS or West Point is taught this basic fundamental characteristic.

To a few leaders it comes naturally because they possess the ability to see their mission with their eyes wide open. Sadly we have too many leaders that are focused on themselves and are blind to the full scope of their mission requirements. How do we gain leaders who have learned to see all of their mission requirements with their eyes wide open?

1. Start teaching “caring about your troops and their families” while officer candidates are at West Point, ROTC or OCS. There are many of us retired colonels who commanded at the company and battalion level with no toxic environments. We could write the course materials and in some cases teach the courses. Our U.S. Army Chief of Staff needs to insist that this becomes a component of officer candidate training.

2. Start teaching, “caring about your troops and their families” at the BNOC, ANOC and SGM academies. There are many retired Senior NCOs who served as the company 1SG and battalion SGM with no toxic environments. They could write the course materials and in some cases teach the courses. Our U.S. Army Chief of Staff needs to insist that this becomes a component of officer candidate training.

3. All officer basic and advanced courses should have at least 16 hours of instruction dedicated to “caring about your troops and their families.”

4. OERs should be modified to reflect “caring about your troops and their families” as an assessment item for the rater and senior rater.

5. Retention rates of soldiers should be also added to OERs for company, battalion, squadron, brigade, division and corps commanders.

6. NCOERs should be modified to reflect “caring about your troops and their families” as an assessment item for the rater and senior rater.

In my career, I have witnessed senior officers verbally abusing subordinates to the point that I was embarrassed for the U.S. Army. That is a real shame since I was born at Fort Lewis as a “brat” and then learned from my dad how he, as an Army Heavy Lift Aviation company executive officer at Fort Benning in 1957, conducted business. When I reported to Fort Benning for IOBC, it was like returning home, but I also knew first hand how leaders work with their troops. I also learned some of these lessons while serving in U.S. Army ROTC at The Citadel and had the privilege of interacting with leaders like MG Reuben H. Tucker.

What I have sketched above is doable without causing too much pain for anyone involved. Hope this may find some traction.

-COL (Ret) Albert E. Fitzgerald

I enjoyed reading your article on the Big Red One. I certainly have some favorable memories about the time I spent in the division. It was in the early part of January 1956 that I arrived at Fort Riley. Upon reporting in to the Adjutant General I was informed that I was fortunate to be assigned to the finest division in the U.S. Army. Upon reporting in to the 26th Infantry Regiment, I was also told that I was fortunate to be assigned to the finest Infantry regiment in the U.S. Army.

I eventually was assigned to Company I where I was informed by the executive officer that mustaches and dark cordovan boots were not acceptable. At that time the division was severely under strength; my rifle platoon had about 25 men. I remained with Company I throughout the year serving as rifle platoon leader, weapons platoon leader and executive officer. We closed out 1956 with a regimental size exercise called “Red Arrow” that took us from the south edge of Fort Riley to the northern boundary. This event also marked the end of the triangular division structure.

In January 1957, the division was reorganized into the pentomic configuration consisting of five Infantry battle groups. The 3rd Battalion, 26th Infantry that I was initially assigned to became the nucleus for the 1st Battle Group, 28th Infantry. Company I, 26th Infantry was re-designated Company A 28th Infantry. At the time I was the executive officer and remember conducting live fire squad exercises with squads composed of two fire teams.

I remained Company A serving as the executive officer until February 1958 when I was assigned to the S3 staff as training officer. The S3 at that time was CPT William Richardson who subsequently rose to the rank of general and commanded TRADOC. In December 1958, all the battle groups were assigned to USAEUR and the 28th Infantry was assigned to the 24th Infantry Division. Needless to say that while I was assigned to the Big Red One, I proudly wore the patch of the Big Red One.

-Emanuel Williams MDiv MEd
What Makes a 10th Mountain Division Soldier Mountain Tough?

Since World War II, the 10th Mountain Division Soldier has been an inspiration for generations. With a break during the Cold War, the re-activation of the division in 1985 at Fort Drum, New York came at a time when the Army was looking for a light Infantry division to tackle the most demanding of challenges around the globe. With the onset of the Global War on Terror, the 10th Mountain Division has often retained the title of “the most deployed” division in the Army. While the division was created during a period of time which would see a rise in high operational tempo missions, the pending assignments it would receive since re-activation would require Soldiers to be Mountain Tough with a superior knowledge of small unit tactics and experts in their craft.

Today’s 10th Mountain Division Soldiers are no different. From the invasion of Afghanistan in 2001 till today, Mountain Soldiers continue to exemplify three tenets I find crucial for modern warriors to possess to be successful on and off the battlefield: be a professional, be fit and be a person of honor. Unique in their own right, they are also interconnected and interwoven in the very fabric of what makes our Soldiers who they are.

Each Thursday, a member of my command team briefs newcomers to the division. Typically held on the fourth or eighth day of in-processing, every new private through colonel is part of this orientation/discussion. Typically, my Division Command Sergeant Major, CSM. Mario Terenas and I lead the briefing. Those three tenants are the cornerstone of the conversation while also adding in topics such as our Army Values, People First and recent military events which might influence our Soldiers on and off the battlefield or range. Nothing is off the table during this initial meeting with the division’s newest team members and it is the perfect venue to immediately influence our newest team members with a discussion led by division senior leaders.

Today’s Soldiers—especially the Infantry—require all three. Our Soldiers must strive for the highest level of physical fitness to accomplish any mission thrown their way. Whether that is a 300 on the APFT, 600 on the ACFT, 12-mile foot march in under three hours or four-mile run in under 32 minutes, in either heat or the cold of snow. While one might argue that any of the three tenants outweigh the other, all three are required to achieve a balance towards creating an elite Soldier. Our Infantry needs to strive for the highest level of physical fitness to be ready for any challenge which might come its way, just like the challenges which were presented to the 10th Mountain Division shortly upon its re-activation in 1985 through today.

A Chief of Staff of the United Army “White Paper” on Light Infantry Divisions published in 1984 called for a division which would be deployable three times faster than all other
divisions. It called for the new division to be an “offensively oriented, highly responsive division organized for a wide range of missions worldwide.” At the core of these divisions would be “Soldier Power,” described as being “…developed through thorough, rigorous training, physical and mental toughness, excellence in basic Infantry skills and competent, resourceful leadership.” How fitting, as such was the basis for the Army’s newest Infantry formations.

Not long after the division’s activation, 10th Mountain Division Soldiers were deployed to Honduras, the Sinai Peninsula, Desert Storm/Desert Shield, Hurricane Andrew support in August of 1992, Somalia, Haiti, Bosnia-Herzegovina and eventually Iraq and Afghanistan. Each deployment proved the importance of the “Soldier Power” concept and rapid deploy ability of the new force. Each one required the Soldiers to be physically fit and professionals to accomplish the mission.

Essential to the modern day “Soldier Power” concept of being a pro, fit and person of honor is the ability of our Soldiers and leaders to maintain lethal formations, and healthy and resilient Soldiers and families. Lethal formations start with providing the proper training to our team members. The 10th Mountain Division has four Lines of Effort which feed into lethal formations: 1) Coaching and Leaders Development; 2) Maintenance, Supply, Manning and Administration; 3) Wellness, Holistic Health and Fitness; and 4) Individual Skills and Small Unit Drills, and Collective Training. The Lines of Effort allow our units to develop quantifiable and measurable goals to validate and certify leaders and coaches. It allows commanders to build and coach process managers to maintain high standards across all drivers of readiness and personnel accountability. Every Soldier has an engaged and informed leader providing high quality counseling and life coaching through established goals and milestones. Units develop tough and demanding physical fitness plans led by expert coaches. And individual training and competency is tested and coached continually at all levels of training. These Lines of Effort and supporting actions feed into creating Soldiers and Leaders who are fit, professionals in their MOS, but also reinforces being a person of honor for themselves, their unit and those they lead or are led by.

Today’s Mountain Tough Warriors truly represent professionalism, mental and physical fitness and individuals of honor. The heat of Fort Polk and the cold of Fort Drum draw individuals to the formation of the 10th Mountain Division because it offers them an opportunity to be those three tenants and much more. It offers Soldiers the chance to be Mountain Tough.

★

MG Brian J. Mennes is the commanding general of the 10th Mountain Division. A career Infantry officer, he has held command and staff positions in the 75th Ranger Regiment, Joint Special Operations Command, 7th and 2nd Infantry Divisions, 82nd Airborne Division, U.S. Army Cadet Command and the Department of the Army Staff. These duties include tours to the Sinai Desert and Korea, as well as multiple operational deployments to Panama, Afghanistan and Iraq.

LTC Kamil Szalkoper is the 10th Mountain Division Chief of Public Affairs. His previous assignments include the 1st Infantry Division, 101st Airborne Division and 5th Special Forces Group with operational deployments to Kosovo, Iraq, Afghanistan, Jordan and Turkey.
On 24 February 1945, elite mountain Soldiers from the 87th, 86th and 85th Infantry Regiments, which formed the 10th Mountain Division, sat atop Riva Ridge and Mount Belvedere having wrested it away from the hardened Axis “winter line” opening the Allied campaign in northern Italy. The assault took the 10th Mountain Division only five days, a feat which most generals believed would take two weeks. How did the 10th Mountain Division provide a solution to a problem that perplexed the 5th Army for months?

The answer resides in the creative thinking of design methodology. Forged as a product of design, the 10th Mountain has developed a social framework within the organization that fosters cohesiveness that amplifies creative and critical problem solving using a common language. Continuing to use the Army Design Methodology’s language in the 10th Mountain’s operations process, enhances an already cohesive staff and supports operational planning by framing the environment, framing the problem and framing the solution looking through the lens of the 10th Mountain Division’s creation story.

The Army Design Methodology (ADM) provides a common language that allows staff collaboration which creates a synchronized dialogue with the commander and subordinate units to create a high level of cohesion. Language is the centerpiece in human society because not only does it allow people to communicate with each other but helps a person understand the reality of everyday life. ADM helps when an organization faces austere situations because it allows people to make sense of the problem before creating a plan. This enhances dialogue between commanders, staffs and subordinate units by enabling the staff to think about the situation before developing ways to solve the problem.

The process of sense-making harnesses the staff’s critical and creative thinking through activities such as brainstorming and mind mapping which allows collaboration. More
communication builds working relationships within the staff that become based on respect, obligation, and comradery which establish a cohesive power source. The cohesiveness of the staff enables the commander to better drive the operations process by understanding, visualizing and describing so that conceptualized ideas can efficiently turn into detailed plans. Doctrine does not prescribe any one method to conduct the ADM process, but instead, it provides the building blocks of a common language by framing the environment, framing the problem and framing the solution.

Framing the operational environment helps staff support the commander in developing a contextual understanding or making sense of a complicated situation. There are many tools and systems to help frame the environment such as ASCOPE, RAFT or IPB, but regardless of the tool used the process should project how an operational environment may trend in the future. To frame the environment, the staff uses creative and critical thinking by examining the context of the operational environment by looking at historical and cultural perspectives, current conditions, and how the context may trend in the future. Understanding the current conditions and outlining the desired future conditions or end state helps the commander identify problems and solutions. Therefore, the first step of the ADM, framing an operational environment, allows the staff to lead into the ADM process with a collaborative and creative thought process. Historically, the 10th Mountain Division gained roots from identifying an operational environment.

In 1940, the grandfather of the 10th Mountain, the National Ski Patrol (NSP), identified an operational environment that led to the creation of the 10th Mountain Division. In the wake of the “winter war” between Russia and Finland in 1939, the world watched a small Finish army on snow skis defeat a much larger force. Inspired by the “winter war,” the NSP asked the question of what would happen if an adversary invaded the United States in a cold mountainous environment? The NSP realized that most of the U.S. borders remained under snow for four months out of the year and the United States had no such capability to deal with this environment. By framing an operational environment, the NSP identified that the United States needed a winter capability in the event of an invasion.

The NSP saw the potential problems just by framing an operational environment and brought the problems to the U.S. War Department in 1940, offering skilled skiers and mountaineers to defend the borders. Through the National Ski Patrol’s conceptual vision, the U.S. Army realized it could not fight in mountainous regions. Thus, on 5 December 1940, the Secretary of War authorized six divisions to begin training in the snow. Although framing the operational environment allowed the United States to identify many problems, the real
question became which problems needed addressing?

To address the correct problem, staffs must build upon the operational environment by framing the problem to develop solutions or options for the commander. Human nature suggests that people look at problems concerning the solutions that already exist. Looking at problems through already existing solutions causes failures because most often people address the wrong problem. A staff starts to identify problems by evaluating the difference between the current state of the operational environment and the desired end state. For a large staff, the systems approach becomes a viable technique as it maps out all the problems and interrelated issues which helps isolate the root cause of the problem. Developing a problem frame with the systems technique supports the commander’s dialogue with higher and the staff as the technique utilizes collaborative thought enhancing cohesion between the staff.

The NSP framing the operational environment helped identify the problem that the United States needed a winter capability to defend the northern borders. However, the problem vague in nature required framing to get to the root cause. To test the theory of mountain warfare, the U.S. War Department observed the six divisions’ winter training from 1940 to 1941 and identified the three main problems as terrain, equipment and endurance. Identifying these problems the U.S. Army realized it did not know how to fight in cold and mountainous terrain and needed the proper location and right resources to conduct quality training. Thus, in 1942, in Pando, Colorado at 9,200 feet, the construction of Camp Hale began for the Mountain Training Center (MTC), equipped with subject matter experts to facilitate training. Camp Hale and the MTC eventually lead to the activation of the 10th Mountain Division on 15 July 1943. The 10th Mountain never deployed to defend the continental U.S. border, but framing the operational environment and framing the correct problem created a capability that became an option in the Apennine Mountains during WWII.

In ADM framing the problem correctly helps staffs determine a range of solutions to solve the problem. In systems thinking, the solution should fit the problem, rather than forming the problem to fit a solution. Developing a range of solutions to solve the problem helps frame an operational approach which provides further guidelines for determining a course of action for detailed planning such as the military decision-making process (MDMP). The commander and staff collaborate when developing an operational approach by identifying centers of gravity, decisive points, direct or indirect approaches and establishing objectives. Through developing an operational approach, the staff identifies a range of solutions that can fit or solve the correct problem, similar to the problem the 5th Army faced in northern Italy in 1944.

Late in September 1944, the Germans established the “winter line,” a strong dug in defense in the Apennine Mountains in northern Italy. The German “winter line” defended by 33 Axis Divisions held the advantage of the terrain and stopped 27 Allied Divisions of the 5th Army for more than 18 months. GEN Lucian Truscott, commander of the 5th Army, had framed the problem of the “winter line” around the solutions he had at his disposal. Carl Von Clausewitz recognized that when maneuvering in the mountains, units often confuse an impassable area with an inaccessible one, which means that an impassable area proves challenging to travel over, while units cannot reach an inaccessible area. The 5th Army viewed the Apennine Mountains as inaccessible, but with an outside creative perspective, the 10th Mountain viewed the rugged terrain as maneuver space only impassable to tanks and artillery, but accessible to highly trained mountain troops.

On 8 January 1945, GEN Hays, commander of the 10th Mountain, met with Truscott and determined the linchpin of the German “winter line” resided along Riva Ridge and Mount Belvedere. Truscott concluded an assault on Riva Ridge and Mount Belvedere impossible, as the 5th Army had tried unsuccessfully for many months. To which Hays replied, “The Germans can’t shoot us if they can’t see us. We’ll climb the ridge at night. I’ve got just the men to do it.”

At 1930 on 18 February, the 10th Mountain Division began their “Climb to Glory,” when the 86th Infantry Regiment began their night climb to the top of Riva Ridge, while the 87th and 85th Infantry Regiment climbed Mount Belvedere.

If ADM focuses the staff to address unfamiliar situations, then the 10th Mountain Division history shows an already established mental capacity to handle austere environments. Since WWII, the 10th Mountain Division has deployed to complex environments such as Desert Storm, Somalia in 1994, Haiti, Bosnia in 1997 and Operation Anaconda in Afghanistan. The pattern of success in unfamiliar situations has institutionalized the common language of a creative problem-solving framework within the 10th Mountain Division. The creative problem-solving framework shows that the 10th Mountain will continue to face the most daunting challenges that face the U.S. Army. Therefore, the ADM process should continue as an integral part of the 10th Mountain’s operations process by using the common language of framing the environment, framing the problem and framing the solution to amplify cohesion within the organization.

MAJ Jared Larpenteur is an Infantry Officer from Plaquemine, Louisiana and currently serves as the Executive Officer for 4th Battalion, 31st Infantry Regiment, 2BCT, 10th MTN Div. Upon completion of CGSC and SAMS in 2019, he served on the 10th MTN Div staff as an operational planner from 2019-2020. He is a 2003 graduate of Louisiana State University with a BA in History and received a Master’s degree from Kansas State University in Adult Learning and Leadership.

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Today’s operational Army demands a lot from young leaders in a short amount of time. They often move out of jobs shortly after they learn how to execute them effectively. Platoon Leaders, Platoon Sergeants, Squad Leaders and Team Leaders with 8-12 months experience is a common trend to stay in line with rating schemes, promotional timelines, TRADOC and recruiting requirements, etc. Additionally, Mission Essential Task List (METL) requirements, multiple Culminating Training Cycle Rotations, administrative tasks, maintenance priorities, layouts and other planned calendar events further compound these narrow timelines. Despite these constraints, leaders still have an obligation to their Soldiers to be lethal, competent and trustworthy experts. Leaders must also spend time to get to know and care for their Soldiers, which is the premise behind the Army’s new “People First” priority. This critical impasse poses the question: How
do leaders gain the tactical expertise, trust, knowledge and experience to be successful in a short amount of time?

Every echelon of leadership recognizes this conflict and continues to work towards achieving stability across the formation. This aims to lengthen positional timelines and develop leadership requirements through more experience. Soldiers and leaders that have been around the Army for a while will speak of the “old days” as having more predictability and stability than the current Army. Unfortunately, that predictability came at the cost of readiness against our nation’s near-peer threats while actively engaged in Counter Insurgency Operations. Brigades proved this by conducting rigorous train-up and deployment cycles, only to fall off a “readiness cliff” upon their redeployment “reset” phase of the outdated Army Forces Generation (ARFORGEN) model throughout the Global War on Terror.

In an effort to defeat the readiness cliff and shift focus from Counter Insurgency to Large Scale Combat Operations (LSCO), the Army embraced a new Sustainable Readiness Model (SRM) in 2017. To stay current in the ever-changing environment of modern warfare, Sustainable Readiness is evolving into the Regionally Aligned Readiness and Modernization Model (ReARMM) to further increase readiness and indoctrinate much-needed stability once fully operational in 2022.

This paradigm shift at every echelon of the Army is the equivalent of a freighter ship trying to change direction—it doesn’t happen quickly. Until the ship is on its desired azimuth, we must continuously adapt and overcome—answering the question on how leaders gain the tactical experience, trust and knowledge to be effective in a short amount of time. The provisional answer: Prioritize your workload and develop your subordinates.

Ask yourself the following: When was the last time there was open calendar space and I took my Soldiers to the training area to get reps on basic Infantry tasks? When was the last time my Platoon slept in a patrol base? When was the last time my Platoon

2LT Richard Jacobs synchronizes daytime ground and air assets during a Pathfinder/Aircraft Recovery validation exercise in the Central Command Area of Responsibility in 2018.

2LT Richard Jacobs and his platoon conduct Team Live-Fire Exercises during near-limited visibility conditions to maintain his Soldier’s proficiency in basic Infantry skills and tasks in 2018.
doctrinally entered and cleared a trench? When was the last time I tactically maneuvered my Soldiers? When was the last time I trained radio reporting and etiquette or tested radio equipment? When was the last time my Platoon wore combat equipment and tailored it to our operational environment?

If you are a leader in the Infantry and your answer for any of the questions wasn’t “today,” you need to reassess your training plan. Often leaders look to big training events such as Situational Training Exercises (STX), Live Fire Exercises (LFX), Combined Arms Live Fire Exercises (CALFEX) and Culminating Training Cycles (CTC) to cover these basics. With how much is asked of our young leaders in a small window, these events are often the only time Soldiers and leaders train these basic tasks and drills. This inevitably breeds complacency, produces poor results and decreases readiness. Rather than inadequately relying on the big training events for experience, young leaders must exploit their condensed timelines and treat every day as a training opportunity. For example, when conducting a weekly ruck march for Physical Training, exploit the opportunity to don combat gear, tactically maneuver your soldiers, call phase lines, pass SITREPs and SALUTE Reports, identify effective communication ranges and capabilities and stress your systems and standard operating procedures.

Young leaders must prioritize and operationalize a “fight tonight” mentality. On the morning of 31 December 2019, 650 Soldiers were not expecting to rapidly deploy to combat a near-peer backed enemy, yet hours later they did. Young leaders in combat arms roles need to be proactive, rather than reactive, in order to develop themselves and their formations. With a “fight tonight” mindset, young leaders enable themselves to hit the ground with confidence, competence and superior lethality. Through repetition, this will prove their effectiveness, mitigate complacency and increase readiness in a short amount of time. This also has a simultaneous effect of earning the respect and trust of your Soldiers. Young leaders are against all odds given their short timelines and countless requirements, therefore they have to prioritize and exploit every opportunity to be successful. ★

1LT Richard Jacobs graduated from SUNY Brockport’s ROTC Program and served as a Rifle Platoon Leader in Able Company and Executive Officer in Charlie Company, 4th Battalion, 31st Infantry Regiment, 2BCT, 10th Mountain Division. He currently serves as the Aide-de-Camp to the Acting Senior Commander of the 10th Mountain Division, Fort Drum, New York.
Army Museums and History are Training Tools

BY SEPP SCANLIN, DIRECTOR OF 10TH MOUNTAIN DIVISION AND FORT DRUM MUSEUM AND TROY MORGAN, DIRECTOR OF THE U.S. ARMY ENGINEER MUSEUM

Former Secretary of Defense James Mattis, famously stated in a 2003 email to a staff officer the importance of the study of military history: “We have been fighting on this planet for 5,000 years and we should take advantage of their experience. ‘Winging it’ and filling body bags as we sort out what works, reminds us of the moral dictates and the cost of incompetence in our profession. As commanders and staff officers, we are coaches and sentries for our units: how can we coach anything if we don’t know a hell of a lot more than just the TTPs?”

This is more than a statement about professional reading and the study of military history to a staff officer, it is the heart of the relevance of what the Army Museum Enterprise (AME) has to offer the Army. More critically, our Units understand this, as this visioning diagram created in 2014 by Soldiers from 2nd Brigade Combat Team, 10th Mountain Division clearly indicates: “Our people and our history makes us great(er).”

Army museums with good educational programs, intellectually arm today’s military professionals, be they a first term Soldier, the tactical practitioner platoon sergeant or the wide variety of staff officers with historical education on how and why things were done in the past. Further, they are uniquely able to be scaled and tailored—from supporting Sergeant’s Time Training to Brigade-level Leader Development Programming. As the organization’s institutional memory, we remind them of the lessons that their predecessors earned with sweat and blood. Weapons ranges and field problems get to the basics of who, what, when, where and how to do specific tasks, but Army museums are filled with the knowhow to expand that knowledge past that immediate experience to the larger why. Army museums are critical in developing what the Army Vision Statement calls for: “Smart, thoughtful, and innovative leaders of character, who are comfortable with complexity and capable of operating from the tactical to the strategic level.”

The Army Multi-Domain Operations publication and the Army Human Dimension Strategy describe future conflicts where ambiguity and chaos are the norm and adversaries use social evolutionary trends and commercially available innovations to compress and/or circumvent the U.S. technological advantage. Army museums are uniquely positioned to develop and facilitate training to improve intellectual optimization and social intelligence, all while inculcating the values of the Army profession.

Army museums know we are well postured to provide much of this training, yet we often struggle to get our primary audience—the military professionals—to understand our relevance to their training goals. Many Army leaders don’t see Army museums as a training resource as critical as the rifle range, daily PT or the next field training exercise. We are hopeful that with our inclusion under the larger TRADOC umbrella, we can begin to shift this perception. This article shares some ideas on how to leverage Army museums for the modern military professionals across the Army. These are not prescriptive or one-size fits all solutions, but merely examples and ideas for units to explore and implement in conjunction with their training programs. Museums are training tools and with active partners are ready to prepare your Soldiers for future conflict.

Army museums are training resources, directly supporting readiness. They educate and inspire Soldiers and leaders on the history and material culture of the U.S. Army as it influences the Army of Today. We are nested within and support the Army’s Vision and enduring priority—to fight and win our nation’s wars. We don’t just collected objects the Army no longer needs or recite facts about the past, but we use this information like range targets and PT tracks to train Soldiers and leaders to be knowledgeable and successful in the Army of Today. Highly-trained museum staff can link historical lessons to command priorities and develop Soldiers and leaders of character, able to exercise critical thought and thrive in ambiguity and chaos. Developing unit training program without the Army museum is like baking bread without yeast.

Army museums use objects and knowledge to highlight the common bond that military professionals share with their historical counterparts through the connection to the Army Values, the characteristics of the Army Profession and other doctrinal concepts absolutely essential to the Army’s success. We connect the lessons of the past with the local command priorities of today. One great example of this is at the National Infantry Museum, where they have panels within their exhibits connecting the histories to both the Army and Leadership Values. Army museum and history are the Army’s only tangible connection to Large Scale Combat Operations. Our past is critical to our future!

Traditionally, senior leaders arrived at the installation or a unit untrained and with misconception on how a museum can support their training. It is not uncommon for new commanders, when first meeting their museum staffs to say, “I’d like to see some exhibit cases...
in the headquarters with examples of different types of equipment, especially from World War II, to build unit pride. " Utilizing your professional history staff for this would be akin to having range control conduct building repairs on the HQs, simply because they also have a wood shop and build targets. Museum have a limited staff whose mission is Soldier training. They don’t just highlight an object or image; museum education programs connect it to the Soldiers’ lives today. In the case of the 10th Mountain Division, this means displaying a WWII Mountain rucksack while highlighting the fact this was the first formally termed “rucksack” issued to the U.S. Army and its design elements still impact modern rucksack design. The ability to connect the history of a division to their weekly ruck march and modern equipment begins to communicate how history impacts training and capabilities today.

Another value is the Army museum’s “History of the NCO Corps” Leader Professional Development training curriculum, developed initially by the Engineer Museum staff. The course combines historical vignettes, digital copies of archival material and educational objects (historic examples of NCO chevrons) to help NCOs understand how their professional role developed in response to both tactical and technical advances through the ages—a lesson that continues to hold true to the Army of today. This course can be tailored to the audience, given within a unit footprint or even incorporated into a larger unit-developed NCO induction process, but all supported by the same museum staff. To paraphrase a tagline Army museums have been using for years: We don’t decorate; we educate!

Museums also help educate many audiences about the Army both yesterday and today. Daily, they serve as the installation focal point for historic queries, supporting staff in historical programming such as vetting of historical intro for critical events to assisting the PAO in their social media engagements. For example, 10th Mountain Division Museum curator attends the weekly PAO meeting which allows the museum to assist in production of PAOs historically-themed educational products while also identifying upcoming events to which we can provide historical educational support. Now instead of just Googling for some historical fact, the PAO team leverages actual archival material and vets their historically-themed social media posts.

The last element is our need for partnerships. Our mission and opportunity for Soldier training is immense. The 170 employees across U.S. Army Center of Military history are the institutional memory for 244 years of U.S. Army history. We have one to four people to cover the history of entire branches and Army Divisions and we can’t do it all. We need help. Effective partnerships create synergy for both Army museum and the supported customers.

Our partnerships should be as broad and diverse as our missions. We should serve our Soldier’s for Life audience as well Soldiers assigned additional duties as unit historians. We have natural educational/training partners in abundance. Organizations like local NCO academies or SGT Audie Murphy Clubs all share commonality in a mission—a desire to train and a foundation in history. Installation range control and fellow historian in the Public Works Cultural Property sections are easy partners to create innovative non-traditional training programs. Simple signage that connects range-control shoot houses to historical examples of close combat or complex training scenarios based in historical experiences abound.

Our museums provide a continuity of legacy and a training foundation to be built upon, igniting new interests and continuing historical education for the betterment of our profession—the profession of arms. ★

After serving for 21 years in the U.S. Army, retiring as a Lieutenant Colonel, Sepp Scanlin was appointed museum director/curator of the 10th Mountain Division Museum in Fort Drum, New York. He graduated from Johns Hopkins University with a M.S. in museum studies and a specialty certification in digital curation.

A retired Soldier, Troy Morgan serves as the director of the U.S. Army Engineer Museum. He has a B.A. in military history from Columbia College, a M.A. in military history from American Military University, and a M.A. in education from Drury University.
SSG Michael Ollis: OPERATION ENDURING FREEDOM HERO

SSG Michael Harold Ollis posthumously received the Silver Star for his brave and gallant actions in support of Operation Enduring Freedom in Afghanistan while serving with the 2nd Battalion, 22nd Infantry Regiment, 1st Brigade Combat Team, 10th Mountain Division (Light). In 2019 Ollis’ award was upgraded to the Distinguish Service Cross.

On 28 August 2013, Ollis selflessly shielded a Polish officer who was wounded during an eight to 10 man insurgent attack. After a 3,000-pound car bomb breached the base’s perimeter wall, insurgents with suicide vests penetrated the compound. Ollis reacted to the breach and instructed his team members to grab their weapons and gear as he moved quickly to the blast site. He engaged the enemy wearing partial body armor and armed with only his M-4 and one magazine. Polish Army lieutenant Karol Cierpica received shrapnel from the explosion and was wounded once more from a grenade thrown by an attacker.

While rendering first aid to Cierpica, Ollis observed an approaching insurgent. Ollis stood in between the two and killed the attacker. The enemy’s suicide vest exploded, taking Staff Sgt. Ollis’ life. His brave actions and dedicated commitment to selfless service protected the life of a fellow multinational serviceman and reflected great credit upon himself, the 10th Mountain Division and the United States Army.

His father Robert Ollis and sister Kimberly Loschiavo received the award, which was presented by then Acting Vice Chief of Staff of the Army GEN James McConville, in Ollis’ hometown of Staten Island, N.Y. at a Veterans of Foreign Wars post named in his honor.

“Through the tears, we have to tell the story of Karol and Michael,” said Robert Ollis during the ceremony. “They just locked arms and followed each other. They didn’t worry about what language or what color it was. It was two battle buddies, and that’s what Karol and Michael did. To help everyone on that FOB they possibly could.”

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The arrival of 2021 didn’t make everything magically better as we secretly hoped it might. But it did give us a fresh start on making the most out of the year that lies ahead.

Like most attractions, the National Infantry Museum closed in March 2020 when the pandemic sent everyone home. By summer, restaurants and stores began reopening. Museums and other attractions also dipped their toes in the water, focused on keeping everyone safe and unsure if anyone would even come. Food is essential; culture can wait.

The NIM had a unique consideration in deciding whether or not to reopen. Its visitors are a mix of the general public and Army trainees learning about their heritage and the profession of arms. The Maneuver Center of Excellence was willing to allow those soldiers to continue their visits, but because they lived in company-sized “bubbles” for protection from spread of the coronavirus, the post did not want to expose them to outsiders who might unknowingly be carrying it.

So, over the summer, Soldiers brought the NIM back to life while we remained closed to the public. The Soldiers took docent-led tours, tested their skills in the DownRange Combat Simulators and relished hearty meals served up by the Fife and Drum restaurant and our Rally Point Canteen. They also had time to shop in the new Soldier Store.

In mid-December, Soldiers scattered like the wind, returning to their homes across the nation to celebrate the holidays with family. That gave the museum a chance to reopen to the general public, if only for a few weeks. It was wonderful to see everyone again, including wide-eyed and pajama-clad youngsters meeting the Polar Express conductor and embarking on a giant screen film adventure to the North Pole. Visitors also got to see a traveling exhibit of exquisitely carved wooden warrior dogs and learn the stories of their intrepid trainers and our four-legged heroes. Overall, visitation was lower than pre-COVID days, but still impressive. As Soldiers returned to Fort Benning, we again closed our doors to the public and sanitized the museum to be ready to resume Soldier training.

For 2021, our eyes are on the back half of the year. By then, vaccinations should be widespread and we hope to be able to return to some degree of normalcy. We’re already planning a number of in-person events, including observances for Memorial Day and Veterans Day, our 4th of July Freedom Fest, the 1775 Society’s annual gala, the rededication of the Global War on Terrorism Memorial and a full slate of year-end events. We’ll also cut the ribbon on a brand new gallery. Work is on track for the complete overhaul of the current operations gallery, which walks visitors through the wars in Iraq and Afghanistan. The gallery that tells the stories of our nation’s longest war was designed 13 years ago and was in dire need of updating. Among the new displays will be pieces of marble taken from the rubble of the World Trade Center and unclaimed personal effects from the Pentagon.

While the museum’s resilience has protected it from the economic devastation of this pandemic, financial support is still needed. There are many ways you can give; even the smallest gifts are appreciated. Visit our website to become a member of the 1775 Society or to learn about sponsorships for major events. Your purchase of commemorative granite pavers on Heritage Walk are meaningful to both your loved ones and the museum. We assure you that your donations will always be used to Honor Soldiers...Past, Present and Future.

Visit us at www.nationalinfantrymuseum.org.

A Clean Slate for 2021

Trainers pose with their four-legged hero-friends in a gallery featuring hand-carved wooden warrior dogs.
On 28 December 2020 at Joint Base Elmendorf-Richardson, Alaska, SSG Jesse Hull and SSG Jeremiah Hall were awarded the Order of Saint Maurice. They are Small Group Leaders of the USARAK NCO Academy.

On 9 October 2020, Richard Jacobs (left) and MAJ Chris Mercado (right) presented the Order of Saint Maurice to SFC Jorge Fernando-Davilla at Fort Leavenworth, Kansas. All are former members of the 18th Infantry Regiment.

On 15 December 2020, Army veteran SSG James Michael “Mike” Holden was presented the Order of Saint Maurice at the Charles H. Coolidge Medal of Honor Heritage Center Museum in Chattanooga, Tennessee. On hand for the presentation were: (left to right) SGT Charlie Hobbs, president of the Vietnam Veterans of America (VVA), Chapter 203, Chattanooga; MG (Ret) William B. “Bill” Raines; Holden, LTC (Ret) Benny R. “Ray” Adkins and veteran CPT Larry Taylor.

On 23 January 2021, Martha Lane Kinnett was promoted from Lieutenant to Captain in a ceremony at the National Infantry Museum. Her grandfather COL (Ret) Ralph Puckett and father Bob Kinnett had the privilege of pinning CPT Kinnett’s new rank insignia. Her next assignment will be with the Army’s Field Artillery branch.

National 4th (IVY) Division Association Holds Convention

Formed in December 1917 for service in Europe in World War I, the 4th Infantry Division has continued its distinguished service through World War II, the Cold War in Europe, Vietnam, Operation Iraqi Freedom and Operation Enduring Freedom. Membership is open to all veterans and currently serving Soldiers of the 4th ID and attached units. The 2021 National Convention will be held on August 8-14, 2021 in Arlington, Virginia featuring the new Museum of the U.S. Army at Fort Belvoir. Visit the website at www.4thinfantry.org for membership and reunion information.
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